



El Paso Police Department Grant Division Assessment

Prepared by the
Internal Audit Office
November 7, 2011

Dedicated to Outstanding Customer Service for a Better Community

SERVICE SOLUTIONS SUCCESS



DATE: November 7, 2011

TO: Joyce A. Wilson, City Manager

FROM: Edmundo S. Calderon, Chief Internal Auditor

SUBJECT: El Paso Police Department – Grant Division Assessment

As you have requested, the Internal Audit Office has conducted a detailed Assessment of the El Paso Police Department's – Grant Division. Our objective was to provide you with our evaluation of the Grant Division's ability to administer and monitor the grants under their control.

Our Assessment is divided into 5 areas:

- Objectives – The objectives of this project.
- Background – Background information regarding the Grants Division.
- Interviews – A list of people that were interviewed in the completion of this project.
- Observations – Observations identified during the completion of the project.
- Attachments – Detailed analysis completed of the Police Department – Grant Division.

Please review the Assessment at your convenience. If you have any questions, please do not hesitate to contact us.

cc: Greg Allen, Police Chief
David Almonte, Deputy City Manager
William F. Studer, Deputy City Manager
Carmen Arrieta-Candelaria, Chief Financial Officer

Mayor

John F. Cook

City Council

District 1

Ann Morgan Lilly

District 2

Susie Byrd

District 3

Emma Acosta

District 4

Carl L. Robinson

District 5

Dr. Michiel R. Noe

District 6

Eddie Holguin Jr.

District 7

Steve Ortega

District 8

Cortney Carlisle Niland

City Manager

Joyce A. Wilson



Two Civic Center Plaza
El Paso, TX 79901
(915) 541-0000

City of El Paso
Internal Audit Office
Police Department Grants Review Project No. P2012-04
Summary of Grant Monitoring Assessment

OBJECTIVES

We performed an assessment of the overall process of administering and monitoring of grants managed by the El Paso Police Department (EPPD). We interviewed EPPD personnel, City Hall Payroll personnel, and Financial Services personnel. We did not review supporting documentation maintained for the grants.

BACKGROUND

As the result of an audit that was conducted by Texas Department of Transportation (TXDOT) on the Selective Traffic Enforcement Program Grant (STEP), a project has been undertaken to review the current grants being administered and monitored by the El Paso Police Department.

The EPPD - Grants Division currently manages 37 grants/initiatives totaling \$15,670,354 (not including any cash match). See ATTACHMENT #1 below.

In addition, there exist 2 separate grants that the EPPD has utilized that have not been managed by the EPPD Grants Division. These grants can be considered 'self-managed' and reimbursements have been handled directly between the Program Manager and Financial Services bypassing oversight by the EPPD Grants Division. The grants are Impaired Driving Mobilization (IDM) and Selective Traffic Enforcement Program (COMP STEP) grants.

The EPPD Grants Division currently has two fulltime staff accountants to oversee the 37 grants. One staff accountant oversees 21 High Intensity Drug Trafficking Area (HIDTA) grants and 2 Organized Crime Drug Enforcement Task Force (OCDETF) grants totaling \$6,770,154.00. This position is fully funded by HIDTA.

The other staff accountant oversees the remaining 16 Federal and State grants totaling \$8,900,200.00. This position is funded by the General Fund.

The Financial Services Grants Division has a fulltime staff accountant that is responsible for performing the monthly reimbursements for the 37 grants managed by EPPD. In addition to the EPPD grants, this staff member performs the reimbursements for 4 grants managed by the Library Department and other duties as assigned.

We conducted interviews with 10 EPPD Program Managers. Three of the 10 Program Managers have recently been given those responsibilities. We were not able to interview the Serious Habitual Offender Comprehensive Action Program (SHOCAP) Program Manager.

INTERVIEWS

We conducted interviews with:

- EPPD Grant Program Managers
- EPPD Grant Division Personnel
- EPPD Human Resources/Payroll Management
- City Hall Human Resources Personnel
- Financial Services Grant Division Personnel
- AgencyWeb Program Analyst

OBSERVATIONS

Grade

Based on the interviews performed with EPPD Program Managers and review of any support documentation that was provided, we scored each grant with a 'grade' in order to gauge the condition of the grants.

We assigned the grants a subjective 'grade' based on the topics covered during the interviews. The grading scale consists of: *Very Good*, *Good*, and *Poor* ratings. The grade is subjective and none of the grants can be considered perfect. The grants scored with a *POOR* rating are currently managed by new Program Managers who are correcting deficiencies with the grants. See ATTACHMENT #2

Training

We interviewed 10 Program Managers managing the 37 grants identified above. Six out of 10 (or 60%) Program Managers interviewed have not attended grant monitoring training. Although 6 Program Managers have not attended grant management training, it does not signify that their grants are managed incorrectly. In fact, two Program Managers who have not taken any formal grant monitoring training have created monitoring procedures which could be used as an example for the other Program Managers to follow.

The remaining 4 Program Managers have attended training provided by the respective granting agency.

All of the current Program Managers and their supervisors should attend grant monitoring specific training.

See ATTACHMENT #3

Reimbursements/Draw downs

There is a total of \$2,811,512.05 in pending reimbursements from the granting agencies funding the 37 grants mentioned above.

The outstanding reimbursement amount was obtained from PeopleSoft-Financials balances as of September 30, 2011. Please note that some reimbursements may have been "in-transit" during September and October or some expenses may have been encumbered and not yet expensed. Therefore the balances reflected may be higher or lower.

See ATTACHMENT #4

Staffing – EPPD Grants Division

Currently the EPPD Grants Division currently has two fulltime staff accountants to oversee the 37 grants. One is HIDTA grant funded while the other is funded by the General Fund.

Based on our interviews with EPPD personnel and the vast quantity of documentation required to properly manage the 37 grants, it appears that another staff accountant is required to help distribute the workload. The HIDTA funded accountant is paid overtime on an as needed basis in order to assist with the management of non-HIDTA grants. An additional staff accountant would allow the division to have sufficient staff resources to actively monitor and perform self-assessments of the grants they manage. The additional accountant position is exclusive of the Senior Grant Planner position which is currently in the process of being filled.

Communication

There appears to be communications issues between the EPPD Grants Division and the Financial Services Grants Division. During our interviews, several instances have been brought up of reimbursements not being requested from the granting agency in a timely manner. A grant (Stonegarden FY09) was in arrears for more than a year. Reimbursement is current as of May 2010 and reimbursement for Stonegarden FY10 (approx \$641,172.24) cannot be made until FY09 is closed. Stonegarden FY11 will be funded beginning in 2012. In other instances granting agencies have contacted the respective Program Managers to inquire why no reimbursements have been processed.

Both divisions must agree on the type of documentation that is to be provided for each grant when requesting reimbursements. Each granting agency has different documentation requirements to support the reimbursement amounts requested by the City of El Paso. This would help clarify any misunderstandings that may exist between both divisions.

In addition, both divisions must agree and adhere on the dates when deliverables from each division are due to each other. For example, reoccurring deadline dates should be established to submit grant expenditures for reimbursement. Additionally, deadlines (or turnaround times) must be established regarding when reimbursements are to be processed after supporting documentation has been submitted.

Reimbursement requests should not be allowed to become in arrears for any significant length of time. There is a potential liability to the City if the granting agency denies or suspends reimbursements due to the City not requesting reimbursements in a timely manner.

Grant Monitoring/ Budget Updates

Based on interviews with the Program Managers, it appears that due to the current workload the non-HIDTA funded accountant cannot provide monthly status updates in a timely manner (or not at all). It appears from the Program Managers that the HIDTA funded accountant can more consistently provide timely budget status updates.

City of El Paso
Internal Audit Office
Police Department Grants Review Project No. P2012-04
Summary of Grant Monitoring Assessment

ATTACHMENT #1

No	Type	Name	Award Amount	Gen Fund Amount	Total
1	HIDTA	STING FY 09	1,435,419	-	1,435,419
2	HIDTA	INTEL FY 09	160,909	-	160,909
3	HIDTA	STASH HOUSE FY 09	504,190	-	504,190
4	HIDTA	STING FY 10	1,338,457	-	1,338,457
5	HIDTA	INTEL FY 10	163,205	-	163,205
6	HIDTA	STASH HOUSE FY 10	523,795	-	523,795
7	HIDTA	MULTI FY 10	204,073	-	204,073
8	HIDTA	ENTERPRISE FY 10	21,292	-	21,292
9	HIDTA	TRANSPORTATION FY 10	23,975	-	23,975
10	HIDTA	DHE STING FY 10	105,351	-	105,351
11	HIDTA	DHE STASH HOUSE FY10	46,250	-	46,250
12	HIDTA	STING PARCEL FY10	0	-	0
13	HIDTA	STING FY 11	1,307,606	-	1,307,606
14	HIDTA	INTEL FY 11	168,576	-	168,576
15	HIDTA	STASH HOUSE FY 11	498,029	-	498,029
16	HIDTA	MULTI FY 11	198,052	-	198,052
17	HIDTA	ENTERPRISE FY 11	21,292	-	21,292
18	HIDTA	TRANSPORTATION FY 11	23,975	-	23,975
19	HIDTA	FUGITIVE FY 11	21,708	-	21,708
20	OCDETF	OCDETF	4,000	-	4,000
21	OCDETF	OCDETF		-	2,000
22	COPS	COPS Technology FY08	1,215,890	-	1,215,890
23	COPS	Cops Technology FY 09	1,250,000	-	1,250,000

City of El Paso
Internal Audit Office
Police Department Grants Review Project No. P2012-04
Summary of Grant Monitoring Assessment

ATTACHMENT #1 continued

No	Type	Name	Award Amount	Gen Fund Amount	Total
24	COPS	COPS Tech FY10-In Motion	250,000	-	250,000
25	DOJ/BJA	BJA FY 09 JAG BALLISTIC	163,656	-	163,656
26	DOJ/BJA	Recovery Act JAG	1,394,046	-	1,394,046
27	DOJ/OJP	Weed & Seed FY10	123,522	33,478	157,000
28	DOJ/BJA	JAG FY10 Edward Byrne Memorial	157,789	-	157,789
29	TXDPS	Operation Stonegarden-10	760,800	-	760,800
30	ABTPA	Auto Theft Prevention Task Force	1,199,613	411,836	1,611,449
31	OOG/CJD	General Victim Services FY12	174,681	43,671	218,352
32	OOG/CJD	SHOCAP FY11	18,674	17,651	36,325
33	TDPS	Buffer Zone Protection Program FY09	581,996	-	581,996
34	DOJ/BJA	Edward Byrne Memorial JAG FY11	136,406	-	136,406
35	OAG	Internet Crime Against Children	17,600	-	17,600
36	TXDPS	UASI LEAP FY09	1,377,006	-	1,377,006
37	TXDPS	UASI SHSP FY09	78,521	-	78,521
TOTALS			\$15,670,354	\$506,636	\$16,178,990

Source: Current grant information was provided by the EPPD - Grants Division.

City of El Paso
Internal Audit Office
Police Department Grants Review Project No. P2012-04
Summary of Grant Monitoring Assessment

ATTACHMENT #2

No	Grant/Initiative Name	Grade	Comments
1	STING FY 09	Good	
2	INTEL FY 09	Good	
3	STASH HOUSE FY 09	Good	
4	STING FY 10	Good	
5	INTEL FY 10	Good	
6	STASH HOUSE FY 10	Good	
7	MULTI FY 10	Good	
8	ENTERPRISE FY 10	Good	
9	TRANSPORTATION FY 10	Good	
10	DHE STING FY 10	Good	
11	DHE STASH HOUSE FY10	Good	
12	STING PARCEL FY10	Good	
13	STING FY 11	Good	
14	INTEL FY 11	Good	
15	STASH HOUSE FY 11	Good	
16	MULTI FY 11	Good	
17	ENTERPRISE FY 11	Good	
18	TRANSPORTATION FY 11	Good	
19	FUGITIVE FY 11	Good	
20	OCDETF	Good	
21	OCDETF	Good	
22	COPS Technology FY08	Good	
23	COPS Technology FY 09	Good	
24	COPS Tech FY10-In Motion	Good	
25	BJA FY 09 JAG BALLISTIC	Good	
26	Recovery Act JAG	Good	
27	Weed & Seed FY10	POOR	Under New Program Manager
28	JAG FY10 Edward Byrne Memorial	Good	
29	Operation Stonegarden-10	VERY GOOD	Can be an example for EPPD
30	Auto Theft Prevention Task Force	Good	Under New Program Manager
31	General Victim Services FY12	Good	
32	SHOCAP FY11	N/A	Not reviewed. Funds Adm Ast.
33	Buffer Zone Protection Program FY09	Good	
34	Edward Byrne Memorial JAG FY11	Good	
35	Internet Crime Against Children	Good	
36	UASI LEAP FY09	VERY GOOD	Can be an example for EPPD
37	UASI SHSP FY09	VERY GOOD	Can be an example for EPPD
38	IDM	POOR	Under New Program Manager
39	STEP	POOR	Under New Program Manager

City of El Paso
Internal Audit Office
Police Department Grants Review Project No. P2012-04
Summary of Grant Monitoring Assessment

ATTACHMENT #3

No	Program Manager	Attended Training?
1	Lt. Fernie Yañez	Yes
2	Lt. Tyler Grossman *	No
3	Sgt. Raul Lozano	Yes
4	Lt. Reginal Moton	Yes
5	Laura Garcia	Yes
6	Lt. Patrick Pelletier	No
7	Sgt. Juarez	No
8	Lt. Frank Hernandez	No
9	Ofc. Greg Furr *	No
10	Sgt. Joseph Garcia	No

* - These two officers have not received any formal grant monitoring training, yet have implemented monitoring procedures which could help set an example for the other Program Managers to follow.

City of El Paso
Internal Audit Office
Police Department Grants Review Project No. P2012-04
Summary of Grant Monitoring Assessment

ATTACHMENT #4

No	Type	Name	Award	Outstanding Reimbursement Amount
1	HIDTA	STING FY 09	\$1,435,419.00	\$0.00
2	HIDTA	INTEL FY 09	\$160,909.00	\$0.00
3	HIDTA	STASH HOUSE FY 09	\$504,190.00	(\$1,799.16)
4	HIDTA	STING FY 10	\$1,338,457.00	(\$22,103.97)
5	HIDTA	INTEL FY 10	\$163,205.00	(\$2,810.12)
6	HIDTA	STASH HOUSE FY 10	\$523,795.00	(\$7,530.68)
7	HIDTA	MULTI FY 10	\$204,073.00	(\$2,033.20)
8	HIDTA	ENTERPRISE FY 10	\$21,292.00	(\$1,893.90)
9	HIDTA	TRANSPORTATION FY 10	\$23,975.00	(\$5,168.58)
10	HIDTA	DHE STING FY 10	\$105,351.00	(\$8,446.49)
11	HIDTA	DHE STASH HOUSE FY10	\$46,250.00	(\$17,537.61)
12	HIDTA	STING PARCEL FY10	\$0.00	\$0.00
13	HIDTA	STING FY 11	\$1,307,606.00	(\$316,851.83)
14	HIDTA	INTEL FY 11	\$168,576.00	(\$36,647.94)
15	HIDTA	STASH HOUSE FY 11	\$498,029.00	(\$116,260.80)
16	HIDTA	MULTI FY 11	\$198,052.00	(\$51,712.19)
17	HIDTA	ENTERPRISE FY 11	\$21,292.00	(\$3,066.49)
18	HIDTA	TRANSPORTATION FY 11	\$23,975.00	(\$546.47)
19	HIDTA	FUGITIVE FY 11	\$21,708.00	(\$4,365.44)
20	OCDETF	OCDETF	\$4,000.00	(\$3,500.21)
21	OCDETF	OCDETF		\$0.00
22	COPS	COPS Technology FY08	\$1,215,890.00	(\$291,599.49)
23	COPS	Cops Technology FY 09	\$1,250,000.00	(\$97,939.53)
24	COPS	COPS Tech FY10-In Motion	\$250,000.00	(\$250,000.00)
25	DOJ/BJA	BJA FY 09 JAG BALLISTIC	\$163,656.00	\$0.00
26	DOJ/BJA	Recovery Act JAG	\$1,394,046.00	(\$15,190.44)
27	DOJ/OJP	Weed & Seed FY10	\$123,522.00	(\$38,731.96)
28	DOJ/BJA	JAG FY10 Edward Byrne Memorial	\$157,789.00	(\$137,272.04)
29	TXDPS	Operation Stonegarden-10	\$760,800.00	(\$641,172.24)
30	ABTPA	Auto Theft Prevention Task Force	\$1,199,613.00	(\$164,948.22)
31	OOG/CJD	General Victim Services FY12	\$174,680.71	(\$24,552.51)
32	OOG/CJD	SHOCAP FY11	\$18,674.32	(\$4,478.74)

City of El Paso
Internal Audit Office
Police Department Grants Review Project No. P2012-04
Summary of Grant Monitoring Assessment

ATTACHMENT #4 continued

No	Type	Name	Award	Outstanding Reimbursement Amount
33	TDPS	Buffer Zone Protection Program FY09	\$581,995.96	\$0.00
34	DOJ/BJA	Edward Byrne Memorial JAG FY11	\$136,406.00	\$0.00
35	OAG	Internet Crime Against Children	\$17,600.00	\$0.00
36	TXDPS	UASI LEAP FY09	\$1,377,006.00	(\$539,537.31)
37	TXDPS	UASI SHSP FY09	\$78,521.34	(\$3,814.49)
TOTALS			\$15,670,354.33	(\$2,811,512.05)

Source: Outstanding amounts obtained from PeopleSoft – Financials (*nVision*) reports.